

APPENDIX M

SAMPLE MANAGEMENT PLAN (*Local Government Management*)

MONTANA DEPARTMENT OF COMMERCE

COMMUNITY DEVELOPMENT BLOCK GRANT

ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NO. MT-CDBG-ED-xx-xx

Name of Assisted Business

A. Administrative Structure

The **Name of Local Government** is an incorporated city with a Mayor-Council form of government. The following persons will have lead responsibility for administering the **City. Town, County's FY xxxx** Community Development Block Grant – Economic Development (CDBG-ED) Program to facilitate an expansion of **Name of Assisted Business**.

Chief Elected Official, as the **City. Town, County's** chief elected official, will have responsibility for all official contacts with the Montana Department of Commerce (MDOC). The **Chief Elected Official**, and **Council or Commissioners** will have the ultimate authority and responsibility for the **City. Town, County's FY xxxx** implementation of CDBG program for Economic Development to facilitate an expansion of **Name of Assisted Business**. The **Chief Elected Official** will approve and sign administrative documents, designate the Environmental Certifying Officer and approve all requests for payment from the CDBG-ED program. The **Council or Commissioners** will approve all contracts and drawdown requests. The telephone number for the **Chief Elected Official and Council or Commissioners** is **(406) xxx-xxxx**.

1. **Name, City. Town, County Fiscal Officer**, will act as Finance Manager for the CDBG-ED project and will be responsible for management of and record keeping for the CDBG-ED funds and other funds involved in the financing of the business expansion for **Name of Assisted Business**. Approximately **amount, i.e. one-tenth** of his time will be devoted to CDBG-ED administration during the term of the project. (Telephone **(406) xxx-xxxx**.)
2. **Name, City. Town, County Clerk**, will maintain all records for the project. Approximately **amount, i.e. one-tenth** of her time will be devoted to maintaining CDBG-ED records. (Telephone **(406) xxx-xxxx**.)
3. **Name, City. Town, County Grants Administrator**, will be the Project Manager. He will be the liaison between **Name of Assisted Business** and the **Council or Commissioners**, **Local Government** Attorney, and the Montana Department of Commerce. He/she will make appropriate recommendations and route all contract documents, required administrative documents, and drawdowns. On behalf of the **Council or Commissioners**, he/she will maintain the project files, be responsible

for Federal, State and programmatic requirements and manage the administration and implementation of the CDBG-ED project to expand the business of Name of Assisted Business. He/she will be responsible for assisting the applicant with all aspects of managing the project, including the completion of the environmental review, preparation of contracts, loan agreements, low-to-moderate income documentation and monitoring. Approximately amount, i.e. one-third of his time will be devoted to CDBG-ED administration during the term of tile project. (Telephone: (406) xxx-xxxx)

4. Name, City. Town, County Attorney, will review and advise the Council or Commissioners regarding any proposed contractual agreements associated with the CDBG-ED project and will provide any other legal guidance as requested. The local government attorney will review and approve all loan agreements and related documents. (Telephone: (406) xxx-xxxx).
5. Name, Controller, for Name of Assisted Business will serve as the project representative for Name of Assisted Business.
6. The local Job Service will be responsible for screening and verifying income levels for all job applicants and maintaining employment files in accordance with CDBG – ED guidelines.
7. In accordance with the Single Audit Act, as amended, an independent auditing firm will review and make a report on the CDBG-ED.

B. Project Management

1. The Project Manager will be responsible for:
 - a. Ensuring that the Loan Agreement between Name of Local Government and Name of Assisted Business is executed.
 - b. Preparing the Environmental Review Record (ERR) to assure full compliance with the National and Montana Environmental Policy Acts and any other applicable environmental requirements. The Project Manager also will be responsible for preparing any required legal notices for the ERR Process and for ensuring required public hearings or informational meetings are conducted.
 - c. Preparing a Request for Release of Funds (RROF) for submittal to the MDOC.
 - d. Developing the contract with the MDOC and administering all requirements related to effective project start-up and implementation.
 - e. Preparation of contracts and loan agreements between the City. Town, County and Name of Assisted Business.

- f. Assisting Name of Assisted Business and the local Job Service with documentation of low-to-moderate income documentation.
 - g. Establishing and maintaining complete and accurate project files and preparing all documentation and reports incidental to administration of the grant.
 - h. Reviewing all proposed project expenditures or requests for payment to ensure their propriety and proper allocation of expenditures to the CDBG-ED project budget.
 - i. In cooperation with the City. Town, County Fiscal Officer, reviewing requests for payment to ensure compliance, processing payment requests and preparing drawdown requests for the CDBG-ED, including the *Request for Payment and Status of Funds Reports* and the *Project Progress Report*.
 - j. Preparing all required performance reports and closeout documents for submittal to the City. Town, County for review and submittal to the CDBG-ED Program.
 - k. Project liaison with Name of Assisted Business, the community and Council or Commissioner meetings to provide project status reports and representing the project at any other public meetings, as deemed necessary by the Council or Commissioners.
 - l. Project monitoring.
 - m. Public Relations, which includes acting as a contact person for persons interested in the project, preparing press releases, and disseminating project information.
2. The City. Town, County Attorney will be responsible for:
- a. Reviewing all proposed contractual agreements for the CDBG-ED program.
 - b. Ensuring that any agreements necessary, including the loan agreement, between Name of Assisted Business and Name of Local Government are properly executed.

C. Financial Management

- 1. The Finance Manager's responsibilities will be as follows:
 - a. Establishing the CDBG-ED Program line item account and disbursing CDBG-ED funds from that account based on claims and supporting documents approved by the Project Manager. Since the City. Town, County uses a non-interest bearing compensative balance for its general disbursements, a separate CDBG-ED account is not necessary. The balance of CDBG-ED

funds in the City. Town, County account will not exceed \$5,000 for a period of more than three (3) days, and all CDBG-ED funds drawn by the grantee will be expended for eligible costs within 15 days.

- b. Entering all project transactions into the City. Town, County's existing accounting system (BARS) and preparing checks/warrants for approved expenditures.
- c. With the assistance of the Project Manager, preparing the *Request for Payment and Status of Funds Reports* to be submitted to the MDOC. All drawdown requests will be signed by two of the three following persons: two Council or Commissioner members and the City. Town, County Fiscal Officer. No expenditures will be made without the approval of the Council or Commissioners.
- d. With the assistance of the Project Manager, preparing the final financial reports for project closeout.

Original financial documents (claims with attached supporting documents) will be retained in the City. Town, County Clerk's office.

Monthly time sheets and daily project logs will be maintained by City. Town, County staff to document all time worked on the CDBG-ED project.

SAMPLE MANAGEMENT PLAN *(Project Managed by Third-Party Nonprofit)*

MONTANA DEPARTMENT OF COMMERCE
 COMMUNITY DEVELOPMENT BLOCK GRANT
 ECONOMIC DEVELOPMENT PROGRAM
 CONTRACT NO. MT-CDBG-ED-xx-xx
Name of Assisted Business

In Fiscal Year xxxx, the Name of Local Government received a grant from the Montana Community Development Block Grant – Economic Development (CDBG-ED) Program that will be loaned to Name of Assisted Business. The loan repayments will be used to continue the development of the CDBG-ED Revolving Loan Fund, (hereinafter called "The RLF"). The RLF will be used to provide financial capital to create or expand businesses in the Name of Local Government in equal proportion with private financing. New and expanding businesses that borrow funds from the RLF will promise to provide jobs to low and moderate- income (LMI) families in the Name of Local Government. The City. Town, County will enter into a Sub-Recipient Agreement with name of Local Development Organization (LDO) for administering the CDBG-ED Project and the RLF. This Management Plan is written to assure proper management of the CDBG-ED project, which includes financial management of grant funds, compliance with State and federal requirements, timely start-up and completion of project activities, and prudent administration of ongoing loan repayments.

A. ADMINISTRATIVE STRUCTURE**1. LOCAL GOVERNMENT GRANTEE**

- a. The Name of Local Government is an incorporated city with a Mayor-Council form of government. The following persons will have lead responsibility for administering the City. Town, County FY xxxx Community Development Block Grant on behalf of the City. Town, County to (Describe Activity Funded) for Name of Assisted Business .
- b. Name, Local Government Elected Official, as the City. Town, County's chief elected official, will have responsibility for all official contacts with the Montana Department of Commerce (MDOC). The Local Government Elected Official and Council or Commissioners will have the ultimate authority and responsibility for the implementation of the Name of Local Government's FY xxxx CDBG-ED program for Economic Development to facilitate an expansion of Name of Assisted Business. The Local Government Elected Official will approve and sign administrative documents, designate the Environmental Certifying Officer and approve all requests for payment from the CDBG-ED program. The Council or Commissioners will approve all contracts and drawdown requests. The telephone number for the Local Government Elected Official and Council or Commissioners (406) xxx-xxxx.

- c. **Name, Local Government** Attorney, will review any proposed contractual agreements associated with the CDBG-ED Grant, advise the **Council or Commissioners** regarding the agreements, and provide any other legal guidance as requested. (Telephone: (406) **xxx-xxxx**.)
- d. **Name, Local Government** Clerk, will be responsible for maintaining records related to the management of the initial CDBG-ED project funds for the **Name of Local Government**. (Telephone: (406) **xxx-xxxx**)
- e. **Name, Local Government, Position (i.e. County Development Office)**, will be the liaison between the **Local Development Organization (LDO)** and the **Council or Commissioner** members and the **Local Government** Attorney. He will make appropriate recommendations and route all contract documents, administrative documents, and drawdowns as necessary. He will also be responsible for the Environmental Review process. (Telephone: (406) **xxx-xxxx**)

2. **Local Development Organization (LDO)**

- a. To provide general technical assistance, coordination of funding sources, assurances of compliance with all applicable state and federal requirements for the CDBG-ED program, the **Name of Local Government** has designated the **Local Development Organization (LDO)** as its Project Administrator. **Local Development Organization (LDO)** a not-for-profit 501(c)(3) Local Community Development Agency located in **Name of Local Government**. The following **Local Development Organization (LDO)** personnel will be responsible for the project.
- b. **Name**, Executive Director, will be responsible for all official contacts with the **Name of Local Government** on behalf of **Local Development Organization (LDO)**, keeping the **Local Development Organization (LDO)** Board of Directors apprised of project status, and entering agreements on behalf of **Local Development Organization (LDO)**. (Telephone: (406) **xxx-xxxx**)
- c. **Name**, Project Manager, will be responsible for overall coordination of the CDBG-ED Grant awarded to the **Name of Local Government**. He will establish and maintain complete and accurate project files, monitor all project activities for compliance with all applicable requirements, and supervise the project outreach, intake, application and project selection process. (Telephone: (406) **xxx-xxxx**).
- d. **Name**, Fiscal Officer, will be responsible for the fiscal management of the project, in coordination with the Project Manager and in accordance with the **Local Development Organization (LDO)** Fiscal Procedures Manual. He/she will assure compliance with all applicable federal, state and local

requirements, keep all fiscal records and accounts for the **Local Development Organization (LDO)** assure coordination of all funding sources, review all project expenditures from the business, process pay requests, draft drawdown requests, and prepare all project closeout documents. (Telephone: (406) **XXX-XXX**).

B. PROJECT MANAGEMENT

1. The **Name, Local Government, Position**, will:
 - a. Complete the environmental review for each project to assure compliance with National and Montana Environmental Policy Acts
 - b. Complete the Statutory Checklist or Consolidated Environmental Assessment Form, as applicable, and any other applicable environmental requirements
 - c. Prepare any legal notices required to be published for the environmental review process and conducting any required public hearings or informational meetings
 - d. Prepare a request for release of funds to the MDOC
 - e. Develop a CDBG-ED contract between the **City, Town, County** and the MDOC
 - f. Review, approve, and submit the CDBG-ED drawdown requests, after preparation by **Local Development Organization (LDO)** and approval by the **Council or Commissioners**, to the CDBG-ED Program, Business Resources Division, Montana Department of Commerce, and ensure disbursement of funds to the **Local Development Organization (LDO)** for loan closings and administrative expenses
 - g. Review and approve all CDBG-ED closeout documents.
2. As a subgrantee, the Project Administrator, **Local Development Organization (LDO)**, is responsible for the following day to day project activities:
 - a. Coordinating with the **Name of Local Government** for completion of the environmental review process required of each CDBG-ED project considered for funding to assure full compliance with the National and Montana Environmental Policy Acts and coordinating with SDO the preparation of any legal notices required to be published for the environmental review process and conducting any required public hearings or informational meetings.
 - b. Assisting the **Name of Local Government** and the MDOC in developing the **Name of Local Government** contract with the MDOC that will address all requirements related to effective project start-up and implementation. This

will include preparation of all management agreements between the **Name of Local Government** and the Project Administrator.

- c. Establishing and maintaining complete and accurate project files and preparing all documentation and reports incidental to administration of the grant
- d. Reviewing all proposed project expenditures or requests for payment from the business to ensure their propriety and proper allocation of expenditures to the CDBG-ED budget.
- e. In cooperation with the **Name of Local Government** project manager, processing quarterly payment requests and preparing drawdown requests to the MDOC, including the Request for Payment and Status of Funds Report and the Project Progress Report
- f. Assuring compliance with applicable civil rights requirements included in the **Name of Local Government** adopted equal opportunity plan and fair housing resolution
- g. Preparing all required performance reports and closeout documents for submittal to MDOC and assisting the **Name of Local Government** auditors with the completion of the project's audit requirements
- h. Closing the CDBG-ED loan in a timely fashion in accordance with the project implementation schedule
- i. Monitoring the borrower's compliance with the requirements of the loan agreement including monthly payments, implementation of the project hiring and training plan, submission of monthly financial statements, and documentation of benefit to low and moderate income families
- j. Preparing the Program Income Plan for the project and securing MDOC approval for that plan before closing the CDBG-ED loan
- k. Attending **Council or Commissioners** meetings to provide project status reports and representing the CDBG-ED project at any other public meetings as deemed necessary by the **Council or Commissioners**
- l. Developing a means for assisting the ultimate loan recipients with fulfilling the hiring and training plan requirements, including reports to MDOC regarding progress.

C. FINANCIAL MANAGEMENT

1. The **Name of Local Government** Clerk will be responsible for:

- a. Establishing a CDBG-ED bank account and transferring CDBG-ED funds from that account to the Name of Local Government treasury for disbursements, based on claims and supporting documents approved by the Project Manager and Council or Commissioners. Since the City. Town, County uses an interest bearing account for its general disbursements, a separate non-interest bearing account will be used for CDBG-ED funds. Balances in that account will not exceed \$5,000 for a period of three days. Funds will be transferred to the Local Development Organization (LDO) account and the Local Development Organization (LDO) will disperse funds to the borrowers
- b. Entering all project transactions into the City. Town, County existing accounting system (BARS) and preparing warrants for approved expenditures.
- c. With the assistance of the Project Administrator, preparing the Request for Payment and Status of Funds Reports to be submitted to MDOC. All drawdown requests will be signed by two of the three following persons: (i.e. Mayor, Director of the County Development Office, President of the City Council).
- d. The (i.e. Project Administrator, the County Development Director and/or City Clerk) will review all proposed expenditures of CDBG-ED funds and will prepare drawdown requests, which will be signed by the officials cited above. All disbursements will be made in accordance with the City. Town, County established claim review procedures. Before submitting the claim to the City. Town, County Clerk, the Project Administrator will attach a certification to each claim stating that the proposed expenditure is an eligible expense of the City. Town, County CDBG-ED grant and consistent with the project budget
- e. With the assistance of the Project Administrator, preparing the final financial report for project closeout
- f. Financial record keeping will conform to the recommendations of the MDOC/Local Governmental Services Bureau as described in Chapter 4 of the CDBG Administration Manual. The original financial documents (claims with all supporting documents attached) will be retained in the Name of Local Government offices.
- g. With oversight and approval from Name of Local Government, Local Development Organization (LDO) will administer the project within the framework of its financial procedures manual. These procedures are designed to ensure the efficient and effective administration of federal grants within the constraints of uniform federal compliance requirements as outlined in OMB Circular A-110 and further codified in 24 CFR 570-502 (Revised as of April 1, 1997).

- h. A separate fund for the project will be set up within the general ledger accounts at **Local Development Organization (LDO)**. All CDBG-ED activities including revenues, administrative expenditures, loans, and loan repayments will be segregated recorded, and reported in this fund and will be entitled "**Name of Local Government CDBG-ED Project Fund**". The first transaction from the fund will be a loan to **Name of Assisted Business** for **\$xxx,xxx.xx**. In conjunction with the loan closing date, the first drawdown from project activity funds will be requested from the **Name of Local Government. Local Development Organization (LDO)** will prepare the drawdown request and forward it to the **City. Town, County**. The **City. Town, County** will review the request in accordance with its normal claim review process, sign the request, and forward it to the MDOC. The loan closing date will be scheduled to coincide with receipt of funds in the **Name of Local Government** account to prevent interest earnings on cash held at either the **Name of Local Government** or **Local Development Organization (LDO)** before ultimate loan disbursement to **Name of Assisted Business**.
- i. Subsequent draw downs will consist of **administrative payments** from the **Name of Local Government** to **Local Development Organization (LDO)**. **Administrative payments will consist of reimbursement for actual time and costs incurred (Exhibit "X"). Local Development Organization (LDO)** will prepare the CDBG-ED drawdown and attach a copy of an interim expenditure report. The expenditure report is generated from **Local Development Organization (LDO)** automated accounting system and includes a detail for **actual monthly expenses**, project to date expenses, a budget for each line item expense, and the budget remaining for each line item. Upon review and approval, the **Name of Local Government** will forward the request to the MDOC. The **Name of Local Government** will reimburse **Local Development Organization (LDO)** upon receipt of funds from the MDOC. (Refer to attachment for sample compensation language.)
- j. The CDBG-ED project fund will be audited on a yearly basis in conjunction with **Name of Local Government's** audit, and the audit will be conducted according to OMB Circular A-133.

PROGRAM INCOME AND REVOLVING LOAN FUND

Repayments of principal and interest on the note to **Name of Assisted Business** will be deposited in the Revolving Loan Fund (**see RLF Plan**). It is the intent of the **Name of Local Government** and **Local Development Organization (LDO)** to maintain net equity in the fund at the original project level (**\$xxx,xxx**). Interest earnings will be used to fund administrative expenses and loan loss reserves. The fund will be managed to provide a source of ongoing funding for the **Name of Local Government** projects that impact LMI persons. Before the beginning of each year, **Local Development Organization (LDO)** will report the results of operations and

the fund's financial position to the Name of Local Government. At that time, an administrative budget for the following year will also be submitted for review and approval. Based upon Local Development Organization (LDO) success in program management, the City. Town, County will authorize administrative expenses for the next year's activity.

If Local Development Organization (LDO) ceases to exist or an event of default occurs, Program Income relating to the CDBG-ED Grant, including funds on hand and accounts or notes receivable will revert to the Name of Local Government.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the _____ day of _____, 2006.

PROJECT ADMINISTRATOR:

Name, Title
Local Development Organization (LDO)

Date

City. Town, County:

Name, Title of Elected Official
Name of Local Government.

Date

SAMPLE COMPENSATION LANGUAGE

Presented below are various options the local government can use and/or modify for compensating the project manager or subrecipient for implementing and managing the initial CDBG-ED loan(s). Provisions for compensating the subrecipient for managing the on-going revolving loan funds that results from repayment of the initial loan(s) should be included in the Subrecipient Agreement.

Project Management

I. Option 1

The Subrecipient may submit requests for payments quarterly to the City, Town or County. **Requests for payment must be accompanied by a written narrative report that adequately describes and documents the work performed during the grant period relative to the Implementation Schedule.** Total payment for the services rendered under this Subrecipient Agreement for project management will not exceed \$28,000.

Compensation for project administration services, including revolving loan fund start-up activities, implementation, loan processing, and on-going monitoring and reporting, will be provided in installments, based on actual work performed. Payment will be based upon the completion of key components, as follows:

<u>ACTIVITY</u>	<u>ESTIMATED DATE</u>	<u>AMOUNT</u>
Complete startup & close loan	09/30/97	\$ 10,000
Quarterly Monitoring (Six quarterly billings of \$2,500)	01/01/98 thru 06/30/99	\$ 15,000
Completion & Approval of Project Closeout Report	12/31/99	\$ 3,000

II. Option 2

The Subrecipient may submit requests for payments quarterly to the City, Town or County. **Requests for payment must be accompanied by a written narrative report that adequately describes and documents the work performed during the grant period relative to the Implementation Schedule. Payments will consist of reimbursement for actual time and costs incurred.** Total payment for the services rendered under this Subrecipient Agreement for project management will not exceed \$28,000.

An expenditure report will be generated from the (name of economic development corporation's) automated accounting system and will include detail for **actual quarterly expenses**, project-to-date expenses, a budget for each line item expense, and the budget remaining for each line item, as follows:

Line Item	Budgeted	Current Quarter	Expenses to Date	Remaining Budget
Personal Services	21,500	0	0	\$21,500
Office Supplies	1,000	0	0	\$1,000
Postage/Printing	750	0	0	\$ 750
Telephone	1,000	0	0	\$1,000
Travel	1,500	0	0	\$1,500
Other	2,250	0	0	\$2,250
Total	\$28,000	\$ 0	\$ 0	\$28,000

Budget Narrative: Allows for the revolving loan fund start-up activities, implementation, loan processing, and on-going monitoring and reporting.

Personal Services: Staff costs for salary and benefits, including a .15 FTE project manager, a .1 FTE clerical support position, and a .15 FTE loan officer

Office Supplies: Includes all project-related general office supply costs

Postage/Printing: Includes project-related copy and postage costs

Telephone: Includes project-related telephone costs

Travel: Includes project-related travel costs for staff

Other: Project-related legal, insurance, audit, accounting and training costs